



# **Strategic Plan**



## **Highlights & Priorities**

**2003-2004**

## **BACKGROUND**

This document outlines the priority objectives of Chabot College's Strategic Plan for the 2003-2004 academic year. Chabot College initiated its strategic planning process through the Institutional Planning and Budget Council (IPBC) in Fall of 2001. At this time, it was agreed that the strategic plan would be crafted, communicated and implemented through a highly participative process. Over the past two years, a number of individuals, committees, and theme teams have engaged both directly and indirectly in planning.

The goal of the planning process is to establish a clear direction for the college as communicated by an action-oriented three-year strategic plan. The goal for 2002-2003 was to develop a set of priorities that could be acted upon during 2003-2004. The 2003-2004 priorities identify objectives within seven themes, which are recognized as critical to the future of our students and our college. Also included are Accreditation Team recommendations from the site visit in March 2003. Given the rapid pace of change and unforeseen opportunities and challenges that arise regularly, the strategic plan priorities will be revisited each year.

Our vision, "educational excellence," represents our values of providing quality learning experiences in support of student access, equity and success. Theme A reflects this vision and is the core theme of the strategic plan. The priority objectives serve as a blueprint for decision-making and resource allocation, including new initiatives and strategies to implement the strategic plan. Achievement of these objectives will be evaluated annually by the IPBC through key performance indicators. Information regarding the strategic plan and the activity of the Institutional Planning and Budget Council will be posted on the college's website:

[www.chabotcollege.edu](http://www.chabotcollege.edu)

## **VISION AND MISSION STATEMENTS**

### **VISION**

Chabot College commits to providing educational excellence. This commitment is reflected in a comprehensive range of educational programs and services that meets the needs of its diverse communities.

### **MISSION**

Chabot College is a comprehensive community college that provides quality educational opportunities to all individuals who seek to enhance their knowledge and to improve their skills. The college offers both traditional and non-traditional methods of learning and student support services and activities that foster student learning success and enrichment. The college encourages sensitivity to all cultures, respects diversity among students, faculty and staff, and is responsive to the demands of rapidly changing technology in our global community. In addition, the college provides resources and programs that help students develop a sense of civic and social responsibility and a commitment to life-long learning.

To accomplish this mission, the college provides the following academic programs:

- Technical and Career-Vocational Education programs
- Transfer Education programs to four-year universities
- General Education
- Basic Skills instruction
- English as a Second Language programs
- Community and Continuing Education programs





**Theme A:  
Excellence in Education.  
Focus on Teaching & Learning.**

This theme identifies Excellence in Education as the shared central purpose of Chabot College, and is accordingly the pivot of any institutional analysis. The theme focuses on the teaching-learning process within a formal instructional context, yet also addresses how the entire Chabot campus contributes to helping students learn and overall student development.

Priority Objectives: 2003-2004

1. Develop a vision of, and promote an ongoing focus on effective teaching and learning strategies.
2. Increase the effectiveness of course offerings to support student success.
3. Develop a mission-centered comprehensive educational master plan.
4. Develop Basic Skills offerings that meet our students' needs.
5. Develop a distance education plan that identifies the appropriate scope for distance education offerings.

**Theme B:  
Healthy College Community.  
Focus on Valuing People.**

This theme explores Chabot's commitment to the development of the talents and satisfaction of all the people within the college such as faculty, staff, students and administrators since the efforts of all are required for institutional success. It also examines key student services that focus on the development of students outside the classroom.

Priority Objectives: 2003-2004

1. Develop a systematic and centralized staff development function to promote leadership and innovation, orient new personnel to the college, support professional growth, and recognize excellence in education.
2. Rededicate the college to the principles of equity and diversity in a systemic way.

**Theme C:  
Community Service, Partnerships &  
Collaboration.  
Focus on Development of a College Without  
Boundaries.**

This theme examines how Chabot, a quality-driven institution, knowing it will ultimately be judged by all of those external or internal individuals and groups that have a major stake in the college's success, works actively to understand their needs. It examines Chabot's relationships, current and potential, to analyze how they contribute to the college accomplishing its mission.

Priority Objectives: 2003-2004

1. Increase utilization of Chabot facilities and non-academic resources to bring the community to the campus.
2. Develop a campus-wide Experiential Learning Program to extend learning beyond the walls of the classroom.



**Theme D:  
Visioning, Leading and Communicating.  
Focus: Managing for Innovation.**

This theme addresses how Chabot's leadership and communication structures, networks, and processes guide the college in setting directions, making decisions, seeking future opportunities, and building and sustaining a learning environment. The college's leadership system includes not only those who have day-to-day supervisory or decision-making responsibility to manage the institution, but also the shared governance process and oversight entities such as trustees.

Priority Objectives: 2003-2004

1. Resolve issues of communication, collaboration, and responsibilities for budgeting and service levels between the district and the college.
2. Create effective evaluation policies and procedures for administrators.
3. Establish clear hiring policies and procedures with District Human Resources that are approved by all governance groups and consistently communicated campus-wide.
4. Codify and revise college and governance group procedures.

**Theme E:  
Planning for Continuous Improvement.  
Focus on Future and Mission.**

This theme examines how Chabot aligns what it wants, or hopes to do, with what it actually does. It examines the college's planning processes and how its strategies and action plans are helping the college achieve its mission and vision. This theme also examines the system Chabot employs to collect and use data/information to responsibly manage itself, focus on results/outcomes, and to drive performance improvement.

Priority Objectives: 2003-2004

1. Integrate strategic planning and budgeting to drive resource allocations according to priorities for institutional effectiveness.
2. Develop an effective system for conducting ongoing and comprehensive program reviews with usable findings that are integrated into institutional planning and evaluation.
3. Develop tools and systems to enable more effective use of data in decision-making, program review, and assessment of strategic planning activities.



**Theme F:  
Supporting Operations of the College.  
Focus on Efficient Service to Core Operations.**

This theme addresses Chabot's processes that contribute to the achievement of the college's major objectives, that complement student learning, and that fulfill other portions of the institution's mission. This theme addresses the variety of institutional support processes that, while they do not directly impact student learning, help to provide an environment in which learning can thrive. It examines Chabot's processes and systems.

Priority Objectives: 2003-2004

1. Improve business practices for efficiency and effectiveness.
2. Finalize, implement, and update Chabot's Master Technology Plan.
3. Develop the college Facilities Plan to examine current



**Theme G:  
Support for Student Access, Equity and  
Success.  
Focus on Student Development.**

This theme examines how Chabot responds to understanding student needs through the organization's overall ability to develop and deliver services that support student access, development, equity and success. Support services supplement and complement the instructional program.

Priority Objectives: 2003-2004

1. Improve the coordination, quality, and level of student support services to enhance student success and retention.
2. Increase the number of students successfully completing educational objectives, including but not limited to those transferring to four-year colleges and universities, and completing vocational programs and entering the workforce.

